



# **ALBYN HOUSING SOCIETY LTD**

## **Business Plan 2019-2022**



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## **Our Values**

The Society has established a strong reputation in its own sector and throughout the Highlands of Scotland.

To build on our achievements to date, we have a set of clear values that articulate our purpose and vision - values that are shared across the whole organisation.

These values reflect the thoughts and feelings of our stakeholders from all parts of the organisation. They belong to all of us. The challenge is to ensure they are lived and shared by everybody. In doing so we are able to realise our full potential as a professional team.

### **We Give Respect:**

- being polite;
- acting and communicating respectfully;
- being considerate of the feelings of others;
- always listening well and
- having a helpful attitude.

### **We are Reliable:**

- taking responsibility to deliver on our promises every time;
- realistically managing our commitments;
- communicating and engaging with people promptly and effectively;
- starting things and completing them and
- being honest.

### **We Do Good & Do It Well:**

- engaging with all our customers to understand their needs;
- delivering quality homes and services that satisfy our customers;
- continually improving by being curious and creative, embracing innovation to the benefit of our current and future customers;
- recognising and celebrating our success and
- be true to our values.

## SECTION ONE - Executive Summary

Albyn Housing Society Ltd has prepared an effective Business Plan to enable it to succeed in a constantly changing environment. Our six Strategic Objectives continue to express what it is we are here to do, and how we go about achieving our aims. The Business Plan shows that Albyn continues to have costed, realistic and ambitious plans to deliver quality homes and services to our tenants and the wider communities we serve.

During recent years, we have undergone major changes through a redesign of our internal structures to better deliver our frontline services. What this brought to the fore was the Board's capacity for strategic leadership in shaping the direction of travel and the means by which to get there, our staff group's adaptability and resilience in responding to and delivering the changes, and continuing to achieve positive results in key performance areas. We have plans for continued improvements, including increasing investment in our housing stock, efficiency gains in service delivery, developing our staff further and helping to address fuel poverty. Our Board has agreed significant growth in our new build ambitions with a target of 750 more affordable properties over the three-year period ending in March 2021.

This has happened against a backdrop that includes welfare benefit reform, continuing challenges in reinvigorating new build growth, household incomes still struggling to recover in comparison to rises in the overall costs of living in recent years, and an increasingly demanding regulatory environment. We have had to assume the leading role in attracting resources to support Highland communities to better weather the UK government's austerity programme.

The major themes of this Business Plan are:

- Making sure we are set-up to deliver quality customer service, supported by effective asset management
- Continuous improvement in performance and planning across the business to ensure the overall success and financial viability of Albyn Housing Society and its subsidiaries (Albyn Enterprises Ltd, Highland Residential (Inverness) Ltd and Sunnd Ltd), particularly through staff development
- Building upon our good quality governance to provide compliance with the changing requirements of legislation and regulation
- Working in partnership with other businesses to take up new business opportunities and with communities to help them to be sustainable
- Continuing to invest in our own stock and add new, affordable homes within the resources available.

## ALBYN HOUSING SOCIETY LIMITED – BUSINESS PLAN 2019/22

Key numbers include:

- £14.418 million invested in major repairs and improvements between 2019/20 and 2023/24
- £14.907 million annual rent and other related revenue income in 2019/20 rising to £19.288 million in 2023/24
- £107 million invested in new build properties (includes £48 million Scottish Government grant) between 2019/20 and 2023/24
- £2.612 million surplus generated in 2019/20, with surpluses rising each year to £3.409 million in 2023/24
- £20 million of loan facilities are in place now and available to be used by Albyn. These funds are allocated to new build projects in the first two years of the plan. Further funding, to be raised by Private Placement and/or other sources, will be sought during 2020/21 to continue the build programme in the later years.

## SECTION TWO - Purpose of the Business Plan

This Business Plan has various purposes.

The Plan builds on our Business Plan for 2018/21, as well as previous Business Plans and Internal Management Plans, published each year since 2001. Our Purpose is introduced, for the first time, agreed by our Board in early 2019. Our Vision, Our Mission and Our Values were updated in 2019, as well. Our Strategic Objectives were revised in 2019. Preparation of the Plan has involved the Society's Board, representatives of the Society's tenants, the Leadership Team and the Staff group.

It provides the opportunity to present our strategy and action plans to our customers and other agencies with whom we work.

It offers our Board, customers and staff *the* point of reference, to outline our strategy, what we are doing and why.

It has been developed in line with our established business planning process. We have responded positively to the Scottish Housing Regulator's feedback to our previous Business Plans, and their current guidance. In addition, the Plan incorporates the restatement of our need to be financially viable and reflects the responsibilities that we have as an employer.

Our Board approved the Plan on 12 March 2019. The Board approved submission to the Scottish Housing Regulator on 25 June 2019.

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## SECTION THREE - Our Purpose, Vision, Mission & Strategic Objectives

### Our Purpose

To make a positive difference to peoples' lives through housing and related services

### Our Vision

Everyone housed in affordable quality homes in successful neighbourhoods.

### Our Mission

To provide excellent customer service, maintain and build quality homes giving opportunities for people and communities to succeed.

### Our Strategic Objectives

The Society has as its Strategic Objectives:

- ◆ Customer Service Excellence – By putting our customers at the centre of everything the company does, we will ensure that we are delivering the product or service that they need. Doing so will help us achieve long-term customer satisfaction which, in turn, means we are better able to maintain a sustainable business.
- ◆ People – To make the Albyn Group a great place to work
- ◆ Investment – To make sure that we provide quality affordable homes through our maintenance and new build programmes
- ◆ Community & Life Chances – To do everything we can to improve the quality of the lives of our customer, including providing opportunities for them to thrive
- ◆ Continuous Improvement – To have an organisation-wide focus on continuous, incremental improvements in service quality and performance to benefit our customers and service users, and
- ◆ Finance – To ensure our efficient and effective use of resources to support the provision of affordable quality services for our customers and communities.

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## SECTION FOUR

### Risks & How They Are Managed

Albyn has over recent years developed its Risk Management Strategy and Framework to clearly monitor risks that might impinge on our ability to achieve our objectives. We have developed strong links between the objectives for the group and the identified risks. We have described the Objectives as Critical Success Factors and listed the risk factors against these. Through this work we understand the impact of those risks occurring. Also, we have identified a number of risk mitigation factors and developed a risk assurance framework.

The Internal Audit Plan in 2018/19 reviewed our strategy, framework and procedures and gave this “Substantial Assurance” which is the highest level of assurance able to be awarded.

During the year we have revised the Objectives of the Albyn Group. These objectives are stated on page 5 of this plan. These have therefore replaced the Critical Success Factors previously identified. We have matched the risks to each of the factor. We have included the Risk Management Reporting Matrix and supporting pages in the Appendix 1 to this plan.

## SECTION FIVE

### Our Operational Targets & Deliverables

The following broad Operational Targets are to be pursued during the plan period in support of each of our Strategic Objectives (**bold**). More detailed breakdowns of these Operational Targets and the details of what makes the Deliverables are included in Appendix 3 (alongside the Risk Framework). These detailed actions support the delivery of our Strategic Objectives and contribute to our compliance with the Scottish Housing Regulator's Performance Standards.

#### 1. Customer Service Excellence

Operational Targets:

- 1.1 Continual measurement of service quality and feedback from the customer
- 1.2 Empower our staff and managers to manage behaviour
- 1.3 Effectively communicate.

#### 2. People

Operational Targets:

- 2.1 To become a Learning Organisation, actively facilitating and supporting the personal and professional development of our people
- 2.2 To respond proactively to the staff survey and to any issues raised and ensure that we communicate them effectively
- 2.3 Communicate the reward and recognition package to staff with an emphasis on recognition.

#### 3. Investment

Operational Targets:

- 2.1 To maintain our homes to a high standard
- 2.2 To undertake our cyclical programmes in accordance with best practice
- 2.3 To build up to 250 homes per annum over the next 23 years.

#### **4. Community & Life Chances**

Operational Targets:

- 3.1 To continuously participate in the drive for additional funding for affordable housing
- 3.2 Carry-out a review of our housing provision for disabled/supported need customers
- 3.3 Expand the scope and budget of the Community Fund grant system
- 3.4 Increase our involvement within local communities.

#### **5. Continuous Improvement**

Operational Targets:

- 4.1 Continue to achieve excellent customer satisfaction by listening to our customers
- 4.2 Encourage staff to identify, evaluate and implement changes which improve performance and add value to our services
- 4.3 Use IT to support continuous improvement, ensuring that we understand the tech needs of our current and future customers.

#### **6. Finance**

Operational Targets:

- 5.1 To maintain financial stability through the confidence of lenders, regulators and other stakeholders
- 5.2 Stewardship, oversight and continuous improvement for the efficient use of resources, ensuring value for money across all aspects of our business
- 5.3 To support and enable the delivery of affordable rents for the tenants who we serve.

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## SECTION SIX - Key Influences

We have undertaken an environmental scanning exercise to consider the Key Influences that act on and within Albyn. The two processes used were a Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) and a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis. We have tried to avoid duplication between lists, for the sake of clarity. Influences sit within more than just one category, so if it is listed under one category and not another it has been considered across the board.

Our **PESTLE** analysis identified the following main results.

### Political

- Scottish local government elections took place in May 2017. The Highland Council's administration remains a coalition of independents and political party members. Regardless, there continues to be a need for our building programme to be linked in with the priorities set-out in the Strategic Housing Investment Plan, and the projects agreed at the local development hub. Both the council and the Scottish Government need our contribution for them to reach for their, respective targets to hit national aims of 50,000 affordable new homes, including 35,000 social rented properties. Albyn continues to be ready to make its contribution, provided the conditions are economically viable.
- Any certainties around the implications of Brexit have yet to emerge from the negotiating process. We know that something like 40% of our low-cost home ownership customers are EU citizens, and we have a handful of employees who are, too. We do not know what will happen to these two important groups. Also, we need to consider the impact on the construction industry, import costs, economic lag and inflationary pressures.
- The private rented sector (PRS) has been pushed by the SNP government for several years as one of the means for it to achieve its 'affordable' homes target. Albyn has 'joined-in' with its modest and growing programme of mid-market properties managed and maintained on its behalf by subsidiary Highland Residential (Inverness) Ltd. To what extent we get in to a clearly competitive position with the PRS will depend on several factors including: our ambitions for growth in our mid-market stock; what part the Scottish government perceives the PRS to play in achieving their targets, and where there is clear market differentiation we might take advantage of. The PRS is also having to deal with a less advantageous tax regime and increasing regulation.
- There are growing impacts from the phased implementation of Universal Credit (UC). The 'Full' system is accessible to claimants, however the bureaucracy behind the system often makes this enormously challenging to the tenant and us. Due to our experience in the South area we are achieving notably better results compared to other landlords. This is due, at least in part, to intensive work with our tenants by our staff. Average arrears are still twice as high as our other tenants. This may have an impact on our overall effectiveness.

## Economic

- Early in 2016 the Scottish government increased grant rates for new supply affordable housing, including social rented and mid-market homes. We are continuing to take advantage of that to increase the scale of our new build programme.
- Albyn uses the Consumer Price Index (CPI) inflation rate as its baseline for rent increases. This approach has been endorsed by our tenants. We have prepared our budget for 2019/20, and our forward projections on this basis. Having settled on a modified increase of CPI+1%, we have an increase (of 3.1%) at the lower end of annual increases elsewhere in our sector. This still predicts financial viability for Albyn and its tenants, for the foreseeable future. Our results for 2018/19 support this view. We shall continue to keep this under review, in order that we are able to maintain rents at an affordable level and respond appropriately to future changes in the economic environment.
- We successfully sought borrowing via private placement during 2016/17, raising £30 million from BAE Systems Pensions Fund. Combined with existing borrowing facilities we are well placed to carry on adding to our housing stock. It is anticipated that we will go to the financial markets to raise a further £45 million towards the end of 2020/21 in order to support the new build programme in 2020/21 and 2021/22.
- Our Customer Services teams are in a better shape to identify customers needing support within our social housing stock, and our Marketing & Lettings team in Highland Residential are well placed to assist owner-occupiers in shared equity properties.

## Socio-Cultural

- Regional employment rates and the prospects for the future may prove either opportunities or threats. The apparent skills shortage in the construction sector may prove to be something of a challenge or additional cost in our new build programme, once we know what will emerge from the current Brexit uncertainties.
- Opportunities that may lay ahead for employability and other services with young people, in particular, including apprenticeships. We are beginning to develop useful experience of delivering apprenticeships in both of our offices.
- The seemingly increasing risks of a growth in the number of people living in poverty, especially the proportion of children, which is a policy challenge of specific interest to the present Scottish Government with its delayed plans for a Scottish social security agency.
- The continuing IT revolution has many impacts on our customers. For some it is to do with being left behind. Others have challenges such as changing demands for work skills and the need to retrain. Customers' expectations of service delivery standards and self-service options are functions of this, too.

## Technological

- Again, 'Digital by Default' must feature, given this approach by the DWP under the UK Government and people's expectations of connectivity and

accessibility after becoming accustomed to using Facebook, Amazon and the like.

- The work we are doing on data gathering and analysis internally, and that which we are facilitating in the partnership with NHS Highland in the Fit House project.
- Updating our own ICT systems over the next two years, or so, will help set us up well for the future, improving service provision and efficiency, reducing costs and achieving improving Value for Money.
- Options for including highspeed broadband as part of our tenancy rent package.

## Legal

- The Scottish Government has legislated to turn around the Office of National Statistics definition of Scottish RSL's from being part of the public to being part of the private sector. This is impacting on the SHR's powers of consent and intervention, from March 2019. Nevertheless, the SHR will need to obtain assurances from the sector on our standards and sustainability despite those reduced powers.
- Implementation of recent legislation on the private rented sector, and its implications for Mid-Market Rent business growth and our potential to act as agents for PRS properties owned by others, amongst other things.
- Community empowerment in Scotland, accompanied by funding streams aimed at rural communities, may yet prove be an opportunity rather than a threat.
- The introduction of GDPR in May 2018 has had some impact on our working methods, and these continue to be planned for and addressed. The extension of Freedom of Information (FOI) to the sector will require work to ensure we are in a position to fully comply with the legislation.
- The SHR's review of its Regulatory Framework started in 2017 has culminated in the publication of a new framework at the turn of 2018/19 in to 2019/20. This will bring about some changes, with more emphasis on RSL's reporting and evidencing self-assurance.

## Environmental

- Looking for opportunities where possibilities might arise for involvement in community driven renewable energy systems.
- Application of a 'fabric first' approach to improving energy performance in our existing housing stock.
- Getting the balance right between how people reasonably expect to live day today and improved airtightness in housing for improved energy performance.
- Being alive to the risks of the switch carbon free fuel sources, future energy price volatility, and including renewable energy supplies.

Our **SWOT** analysis produced the following main results.

### Strengths

- Albyn Housing's Board members are a key strength for the business. For example, they have led in recent years in setting the direction and detailed instructions on important matters such as staff pensions, our biomass district heating system in Aviemore, our bond issue and establishing a diversification strategy. This was reinforced through the governance self-assessments over the past three years, and the emerging culture of continuous improvement.
- We have undergone major organisational change during the past six years. There is a strong sense that there has been a real, positive shift, over the past three years plus, in staff views of change and where Albyn is going. We are building on our good record for staff development to try and reinforce that experience and promote a happy workforce. We have experienced changes for the better in repairs, finance, service charges and voids to mention just a few.
- Over the years since the crash in 2008, Albyn has carried on building and held on to our realisable ambition for growth. Our position as a new build supply delivery agent places us in a vital role for new affordable homes across the Highlands. It seems that there are few others, if any, waiting to fill our boots were we to stop. This simply reinforces our sense of responsibility to Highland communities and helping them to thrive, rather than making us complacent. This gives us a position of strength, which we aim to nurture.

### Weaknesses

- The impacts of austerity are well known. We have a growing proportion of our tenants being caught in the switch to Universal Credit, and the programme of austerity being pursued by the UK government. The Scottish government's plans for a Scottish benefits agency, may prove beneficial in the future. Nevertheless, we need to continue to develop our Customer Services delivery and services funded through programmes such as Big Lottery Fund Scotland's Money Matters to help combat the effects on our tenants and other customers.
- A review, last year, of our ICT services began to take us down a road to new systems and approaches. Our process improvements and development of better data gathering, recording and analysis have started to move us more rapidly to the necessary system specification and procurement processes.
- Despite the process of change management over the past six years, our employee numbers have grown only a little and we have managed to place more emphasis on frontline staff roles. It remains our intention to make sure we work with everyone across the business to maintain a healthy work:life balance. Also, it is our aim to offer chances for staff to grow and develop by using their initiative to solve issues for customers in line with a framework of their expectations.

- We continue to review our policies and where require to undertake an exercise to review and consult with stakeholders on any revisions that are necessary

## Opportunities

- The increased unit grant rate is a real opportunity to consolidate our influential position in the Highland's housing sector and there is proof in our success in attracting pension fund investment in building so many new homes.
- Through our wider change management process and the chances offered to staff to develop more structured innovations, we have the opportunity to accumulate and spread new business expertise within the business. This is important so that we make sure we are able to sustain ourselves in a changing business environment and include everyone.
- With a more stable business structure, we are creating a more structured learning and development environment for our staff, upon which they can build their knowledge and skills based on the requirements of the business and the staff in a co-ordinated way.
- In 2016/17 we began to create Modern Apprenticeships opportunities within Albyn to bring in a more youthful take on the business and create leaders for the future. We continue to build on this.
- There has been an increasing range of mergers, and some acquisitions across the Scottish RSL sector, and the coming years may yet prove to include suitable opportunities in this sphere for Albyn.
- The next innovation projects and the different, complementary places they may take us.
- The leadership training that Albyn has and will undertaking with our external training providers is designed to improve the leadership at all levels of the organisation and therefore led to improved performance at all levels.

## Threats

- Fuel poverty continues to be recognised as a problem across of the Highlands. We have taken some actions to address it. These include works to improve the energy efficiency of existing housing stock including use innovate building materials and heating solutions, and the information and advice services we have developed in partnership with other agencies across the Highlands. We require to ensure that we build on this work to alivate the issue of fuel poverty that impact on our customers.
- Financial literacy (we know) is a problem amongst some parts of the communities we serve. It poses a threat to individual households and their financial wellbeing. Our information and advice services partnership addresses some of these needs, but there is no sustained, well-resourced service to address deeper-seated financial literacy issues. There is probably quite a bit of an improvement to be achieved, which would then bring benefits to Albyn in terms of reduced rent debt and the like. Our experiences with Full UC and helping tenants to cope with the new benefits system will enable us to build up our expertise in this area.

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- Further reductions in public sector expenditure by both Westminster and Holyrood are likely to impact greatly on our tenants. These various threats (including the three, above) had combined, along with our tighter arrears control, increased eviction numbers but 2018/19 indicates that this is now reducing.
- Brexit may have an impact on the supply of low cost home-ownership customers, and could adversely affect some of our staff, but we expect that we can manage our way through any such changes. Other, wider societal and economic changes arising from this are likely to be beyond our control and impact deeply across the UK.

## SECTION SEVEN

### Financial Forecasts & Scenario Planning

The Society's approved Budget for 2019/2019 and financial projections for 2020/24 (see Appendix 2) cover the plan period and two years beyond, providing the key components of our Financial Forecast. These set out our business planning assumptions and their financial effects.

The Budget papers include quarterly figures for 2019/20, and annual figures for 2020/24, along with the comparative figures for 2018/19.

The outcomes of the Budget ensure that we fulfil our financial covenants and maintain our financial viability, whilst addressing our strategic objectives and charging rents that are affordable to our tenants.

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**ALBYN HOUSING SOCIETY LIMITED  
RISK MANAGEMENT REPORTING MATRIX**

		Customer Service Excellence - Cement a culture of customer excellence	People - Making Albyn a great place to work	Investment - To ensure that through our maintenance and build programmes we provide quality affordable	Community/Life Chances - To do everything that we can to enhance the quality of lives of our customers, including providing opportunities for them to thrive	Continuous Improvement - To ensure an organisation-wide focus on continuous incremental improvement in service, quality and performance for customers and service users	Finance - To ensure the efficient and effective use of resources to enable the provision of affordable quality services for our customers and communities.
		Open (4)	Open (4)	Open (4)	Cautious (3)	Cautious (3)	Cautious (3)
<b>OPERATIONAL</b>							
Financial failure of contractors	Amber	●		●			●
Financial loss due to homes built where no demand	Green	●		●	●		●
Financial loss due to poor management of and potentially failure of activities	Green		●	●	●		●
Financial loss due to poor quality homes built	Amber	●		●			●
Financial loss due to rent arrears, bad debts, void properties and excessive maintenance costs	Green	●	●				●
Financial losses incurred due to contract failings	Amber			●	●		●
Having the wrong staff in roles	Green	●	●	●	●	●	●
Inadequate access to Land or Contractors	Red	●		●	●		
Inadequate contract management	Green	●		●	●		
Inadequate knowledge of our stock	Green	●	●	●			●
Inadequate Resourcing - Finances	Amber						●
Inadequate Resourcing - Information and Communications Technology	Amber	●	●	●			●
Inadequate Resourcing - Staff	Amber	●	●	●	●	●	●
New homes and tenancies not properly managed	Green	●		●			●
Poor communication (internally and externally) leads to misinterpretation and mistakes	Amber	●	●	●	●	●	●
Poor communication and engagement, and poor management of expectations - staff and tenants	Amber	●	●	●	●	●	●
Poor financial governance resulting in withdrawal of funding or inability to secure additional funding	Green			●	●		●
Poor Procurement or Contract Management - financial and reputational impact	Red			●	●		●
Procurement processes inconsistent or inadequate	Green			●	●		●
Renting homes to tenants which cause them to suffer fuel poverty	Amber	●		●	●	●	
Reputational damage due to poor quality homes built	Red	●		●	●		
Reputational damage of not meeting government standards by deadlines e.g. SHQS and EESSH	Amber	●		●	●	●	
Reputational loss due to failure of activities	Amber	●	●	●	●	●	●
Engagement of staff, change of culture and senior staff changes.	Red	●	●	●	●	●	●
<b>CORPORATE</b>							
Distraction of non-core activities results in loss of focus on core activities	Amber	●	●	●	●	●	●
Having the wrong Board members in post	Amber	●	●	●	●	●	●
Inconsistent processes and practices employed	Amber	●	●		●	●	●
Negative impact of contravention of regulations such as Data Protection and Health & Safety	Green	●		●	●		●
Negative impact of Fraud	Green						●
Objectives of the Society are misaligned with those of our stakeholders	Amber	●	●	●	●	●	●
Poor management of corporate structure and subsidiary entities	Amber	●	●	●	●	●	●
Potential failure of Society due to size of financial impact	Green						●
Rise in cybercrime	Green						●
Rollout of UC by the DWP	Amber	●	●	●	●		●
<b>EXTERNAL</b>							
Brexit - potential impact on construction and property maintenance trades - cost of materials and staffing	Amber			●	●		●
Failure of the Society and intervention by the SHR	Green	●	●	●	●	●	●
IndyRef 2 - potential downgrading of Scotland's credit risk and knock-on impact on the Society and its ability	Green			●	●		●
Negative impact of Welfare Reform	Green	●					●

**ALBYN HOUSING SOCIETY LIMITED  
RISK MANAGEMENT REPORTING MATRIX**

Inherent Risks to be Managed	Danger level	Date	Mitigating Factors
<b>OPERATIONAL</b>			
Financial failure of contractors	●	ongoing	Due diligence and market intelligence
Financial loss due to homes built where no demand	●		
Financial loss due to poor management of and potentially failure of activities	●		
Financial loss due to poor quality homes built	●	ongoing	Review of Design guides and use of Clerk of Works and good procurement
Financial loss due to rent arrears, bad debts, void properties and excessive maintenance costs	●		
Financial losses incurred due to contract failings	●	ongoing	Due diligence and market intelligence
Having the wrong staff in roles	●		
Inadequate access to Land or Contractors	●	ongoing	Use of Hub and joint action to identify developable land
Inadequate contract management	●		
Inadequate knowledge of our stock	●		
Inadequate Resourcing - Finances	●	Dec-21	Additional resources secured
Inadequate Resourcing - Information and Communications Technology	●	Mar-20	Adequate back fill as part pf Project Phoenix
Inadequate Resourcing - Staff	●	ongoing	Continuous review of staff requirements
New homes and tenancies not properly managed	●		
Poor communication (internally and externally) leads to misinterpretation and mistakes	●	Mar-20	Communication strategy to be put in place along side review of values and behaviours
Poor communication and engagement, and poor management of expectations - staff and tenants	●	Mar-20	Communication strategy to be put in place along side review of values and behaviours
Poor financial governance resulting in withdrawal of funding or inability to secure additional funding	●		
Poor Procurement or Contract Management - financial and reputational impact	●		
Procurement processes inconsistent or inadequate	●		
Renting homes to tenants which cause them to suffer fuel poverty	●	Ongoing	Design Guide and ensuring Fuel Poverty Advice given
Reputational damage due to poor quality homes built	●	Ongoing	Review of Design guides and use of Clerk of Works and good procurement
Reputational damage of not meeting government standards by deadlines e.g. SHQS and EESSH	●	Dec-20	Contractor and Budget in place
Reputational loss due to failure of activities	●	Ongoing	Continuous review of subsidiary activities
Engagement of staff, change of culture and senior staff changes.	●	Dec-19	Cultural changes lead by CEO, Improved communication
<b>CORPORATE</b>			
Distraction of non-core activities results in loss of focus on core activities	●	Ongoing	Continuous review of subsidiary activities
Having the wrong Board members in post	●	Sep-19	Board appraisals and recruitment against skills matrix
Inconsistent processes and practices employed	●	Mar-20	Successful mobilisation of Civica Cx
Negative impact of contravention of regulations such as Data Protection and Health & Safety	●		
Negative impact of Fraud	●		
Objectives of the Society are misaligned with those of our stakeholders	●	Jun-19	Reviewed and approved Business Plan
Poor management of corporate structure and subsidiary entities	●	Ongoing	Continuous review of corporate structure and subsidiary activities
Potential failure of Society due to size of financial impact	●		
Rise in cybercrime	●		
Rollout of UC by the DWP	●	Ongoing	Continuous monitoring of UC rollout
<b>ENVIRONMENTAL</b>			
Brexit - potential impact on construction and property maintenance trades - cost of materials and staffing	●	Ongoing	Continuous monitoring
Failure of the Society and intervention by the SHR	●		
IndyRef 2 - potential downgrading of Scotland's credit risk and knock-on impact on the Society and its ability	●		
Negative impact of Welfare Reform	●		

This is a draft of the paper that is being prepared for the Audit & Risk Management Committee in April. Further work is required on the mitigating factors

## Risk Management Reporting Matrix

### Red Risks

#### **Delivery of 750 properties**

##### **Inadequate Resourcing – Finances**

This risk has moved to red as we look at the financing of the current programme and the potential extension of the programme into period 2020 to 2023. We require to plan a strategy for the funding including alternative plans if the initial plan is not achievable

##### **Inadequate Resourcing – Land**

This risk has moved to red as available land is becoming increasingly difficult to find as developers have acquired most of available land within the Inner Moray Firth area. The Hub has identified this as a risk to the overall programme and they and us need to act together to access appropriate land.

#### **Successful Tenancies**

##### **Inadequate Resourcing – ICT**

We are planning an extensive implementation of new ICT software for our core Finance and Housing Management Systems over the next two to three years. We need to consider the internal impact on our operations during this period to ensure that we continue with the Business as Usual (BAU) maintaining our improved performance as well as ensuring we successfully implement the new systems on time and on spec.

#### **Governance**

##### **Having the wrong Board Members in post**

We are undertaking an extensive recruitment exercise for Board Members for Albyn and Subsidiary Companies. The exercise will be completed by September and hopefully we will have the expertise required as well as numbers

#### **Non-Core Activities**

##### **Poor Management of Corporate Structure**

This has changed part due to the Board membership issues detailed above but also the work being undertaken on review of the Fit Homes at Dalmore, City Deal and the future of Sunnd and the “tech” involved in these houses and potential retrofit. These activities require to be managed and the review and other work should help ensure this. Until this work is completed and the lessons learnt implemented we need to keep an eye focus on this area of our work

ALBYN HOUSING SOCIETY LTD  
 FINANCIAL PLANS  
 FOR THE FIVE YEARS ENDING 31 MARCH 2024

	30 YEAR TOTAL £000's	YEAR 1 FY20 £000's	YEAR 2 FY21 £000's	YEAR 3 FY22 £000's	YEAR 4 FY23 £000's	YEAR 5 FY24 £000's
<b>INCOME AND EXPENDITURE</b>						
<b>Income</b>						
Rented Accommodation	775,292	14,102	15,433	16,746	17,895	18,427
Shared Ownership	9,235	302	303	304	305	306
Service Charges	23,497	503	515	528	542	555
Customer Services Income	808,023	14,907	16,251	17,579	18,742	19,288
Asset Management & Investment Income	-	-	-	-	-	-
Finance & Corporate Income	1,773	44	45	45	46	47
NSSE sales	10,392	2,064	4,793	2,021	868	646
<b>Total Operating Income</b>	<b>820,187</b>	<b>17,015</b>	<b>21,089</b>	<b>19,645</b>	<b>19,656</b>	<b>19,982</b>
<b>Expenditure</b>						
Employment Costs (gross)	130,863	2,975	3,050	3,129	3,211	3,275
Employment Costs Capitalised to Assets	(1,154)	(277)	(507)	(367)	(3)	-
Reactive Repairs	89,251	1,883	1,929	1,988	2,050	2,111
Service Charge Costs	26,423	554	571	589	607	625
Cyclical Maintenance	46,444	1,265	1,303	1,021	1,053	1,084
Office Costs	17,695	402	409	416	423	449
Overheads	61,077	1,252	1,572	1,567	1,605	1,574
NSSE Cost of Sales	10,392	2,064	4,793	2,021	868	646
<b>Total Operating Costs</b>	<b>380,991</b>	<b>10,117</b>	<b>13,120</b>	<b>10,364</b>	<b>9,813</b>	<b>9,765</b>
<b>Surplus after Operating Costs</b>	<b>439,197</b>	<b>6,897</b>	<b>7,969</b>	<b>9,281</b>	<b>9,843</b>	<b>10,217</b>
House and Plot Sales	-	-	-	-	-	-
Depreciation on Heritable Property	(187,099)	(4,177)	(4,897)	(5,671)	(5,921)	(6,300)
Amortisation of Grants	130,758	2,900	3,405	3,957	4,125	4,402
Bank Charges	(601)	(13)	(13)	(13)	(14)	(14)
Interest Payable (Net of Capitalisation)	(113,788)	(2,963)	(3,903)	(4,515)	(4,853)	(4,935)
<b>Surplus in the Year</b>	<b>268,467</b>	<b>2,644</b>	<b>2,561</b>	<b>3,039</b>	<b>3,180</b>	<b>3,370</b>
** These are non-cash items which do not impact on our Covenant calculations and are therefore estimated at present						
Checkline - Total from detail sheets	268,467	2,644	2,561	3,039	3,180	3,370
Difference	-	0	-	-	0	-

		30 YEAR TOTAL £000's	YEAR 1 FY20 £000's	YEAR 2 FY21 £000's	YEAR 3 FY22 £000's	YEAR 4 FY23 £000's	YEAR 5 FY24 £000's
<b>PROPERTY NUMBERS</b>							
	<i>TOTAL ADDED</i>						
<b>Tenanted</b>							
Opening		3,231	3,231	3,429	3,791	4,053	4,055
Additions	<b>824</b>	824	198	362	262	2	-
Disposal		-	-	-	-	-	-
Closing		4,055	3,429	3,791	4,053	4,055	4,055
<b>Shared Ownership</b>							
Opening		136	136	136	136	136	136
Disposals / Buy-Backs for Mid Market Rent		-	-	-	-	-	-
Closing		136	136	136	136	136	136
<b>New Supply Shared Equity (NSSE)</b>							
Completions	<b>71</b>	71	12	33	24	2	-
<b>ASSETS AND LIABILITIES</b>							
<b>Heritable Property</b>							
Rented		401,781	270,923	294,137	317,047	316,986	315,331
Shared Ownership		2,248	3,379	3,340	3,301	3,262	3,223
Total		404,029	274,302	297,477	320,348	320,247	318,554
Work in Progress - Heritable Property		264	23,146	23,653	23,653	23,653	23,653
Planned Component Replacements		700	700	700	700	700	700
		404,992	298,148	321,830	344,700	344,600	342,906
<b>Other Fixed Assets</b>		(768)	2,472	2,337	2,112	1,885	1,654
<b>Total Fixed Assets</b>		404,224	300,620	324,167	346,813	346,484	344,560
<b>Current Assets</b>							
Stock - Development of NSSE properties		5,957	6,503	5,238	5,887	6,377	5,957
Rent Arrears		2,105	932	1,016	1,055	1,078	1,061
Doubtful Debt Provision		(1,053)	(326)	(406)	(475)	(539)	(530)
Collectable Arrears		1,053	606	609	580	539	530
Other Debtors		4,155	4,199	4,155	4,155	4,155	4,155
Cash and Bank		27,808	1,275	2,648	1,973	1,661	2,154
		38,972	12,582	12,651	12,595	12,732	12,797
<b>Current Liabilities</b>							
Trade and Other Creditors		(4,905)	(4,905)	(4,905)	(4,905)	(4,905)	(4,905)
Bank Loans - Current Year		(490)	(2,173)	(2,250)	(2,256)	(2,317)	(2,380)
Capital Grants - Current Year		(3,832)	(3,832)	(3,832)	(3,832)	(3,832)	(3,832)
		(9,227)	(10,910)	(10,987)	(10,993)	(11,054)	(11,116)
<b>Net Current Assets</b>		29,746	1,673	1,665	1,602	1,678	1,680
<b>Long Term Liabilities</b>							
Bank Loans - Future Years		(61,500)	(88,718)	(106,458)	(117,691)	(116,364)	(115,474)
Capital Grants - Future Years		(71,826)	(177,869)	(181,575)	(190,316)	(188,197)	(183,795)
<b>Provisions</b>							
Pension Deficit		(756)	(1,640)	(1,172)	(743)	(756)	(756)
Biomass Infrastructure Replacement Provn		(111)	(111)	(111)	(111)	(111)	(111)
		(134,194)	(268,339)	(289,316)	(308,861)	(305,429)	(300,137)
		299,777	33,954	36,515	39,554	42,734	46,104
<b>Reserves</b>							
Revenue Reserves at Beginning of Year		281,471	31,309	33,954	36,515	39,554	42,734
Surplus in the Year		18,306	2,644	2,561	3,039	3,180	3,370
		299,776	33,954	36,515	39,554	42,734	46,104
<b>difference</b>		0	0	0	0	0	0

	<b>30 YEAR TOTAL £000's</b>	<b>YEAR 1 FY20 £000's</b>	<b>YEAR 2 FY21 £000's</b>	<b>YEAR 3 FY22 £000's</b>	<b>YEAR 4 FY23 £000's</b>	<b>YEAR 5 FY24 £000's</b>
<b>CASHFLOW</b>						
<b>Incoming Resources</b>						
Rented Accommodation	766,779	13,533	15,199	16,553	17,714	18,280
Shared Ownership	9,235	302	303	304	305	306
Service Income	23,497	503	515	528	542	555
Development Services Area	-	-	-	-	-	-
Corporate Service Area	1,773	44	45	45	46	47
<b>Total Incoming Resources</b>	<b>801,283</b>	<b>14,382</b>	<b>16,062</b>	<b>17,431</b>	<b>18,607</b>	<b>19,189</b>
<b>Outgoing Resources</b>						
Employment Costs	130,863	2,975	3,050	3,129	3,211	3,275
Reactive Repairs	89,251	1,883	1,929	1,988	2,050	2,111
Service Charge Costs	26,423	554	571	589	607	625
Cyclical Maintenance	46,444	1,265	1,303	1,021	1,053	1,084
Office Costs	17,695	402	409	416	423	449
Overheads	61,077	1,252	1,572	1,567	1,605	1,574
Adjust for Non Cash Movements	(11,505)	(212)	(501)	(462)	(466)	(401)
Pension Deficit Contributions	1,366	468	468	430	-	-
	<b>361,613</b>	<b>8,587</b>	<b>8,801</b>	<b>8,678</b>	<b>8,482</b>	<b>8,718</b>
House Sales	-	-	-	-	-	-
Finance Costs	114,388	2,976	3,916	4,528	4,867	4,949
Planned Component Replacements	236,637	2,508	2,014	2,537	2,752	4,607
Capital Loan Repayments	43,814	913	1,683	1,760	1,766	1,827
	<b>394,839</b>	<b>6,397</b>	<b>7,613</b>	<b>8,825</b>	<b>9,385</b>	<b>11,383</b>
<b>Capital Funding</b>						
Rented Development Costs	98,363	43,615	26,058	25,638	3,053	-
Rented Development Grants	(45,410)	(25,071)	(6,791)	(11,948)	(1,601)	-
	<b>52,953</b>	<b>18,544</b>	<b>19,267</b>	<b>13,690</b>	<b>1,452</b>	<b>-</b>
NSSE Costs	9,358	4,491	1,851	1,962	1,054	-
NSSE Sales	(6,755)	(1,341)	(3,116)	(1,314)	(564)	(420)
NSSE Grants	(2,887)	(1,411)	(320)	(750)	(406)	-
	<b>(284)</b>	<b>1,738</b>	<b>(1,585)</b>	<b>(101)</b>	<b>84</b>	<b>(420)</b>
<b>Total Development Funding</b>	<b>52,669</b>	<b>20,282</b>	<b>17,682</b>	<b>13,589</b>	<b>1,536</b>	<b>(420)</b>
Other Fixed Assets - Additions	1,066	554	93	15	15	15
<b>Total Outgoing Resources</b>	<b>810,188</b>	<b>35,820</b>	<b>34,189</b>	<b>31,106</b>	<b>19,419</b>	<b>19,695</b>
<b>Net (Outgoing) / Incoming Resources before New Loans</b>	<b>(8,905)</b>	<b>(21,438)</b>	<b>(18,126)</b>	<b>(13,675)</b>	<b>(812)</b>	<b>(507)</b>
<b>New Loans Drawn Down / (Repaid)</b>	<b>31,500</b>	<b>17,500</b>	<b>19,500</b>	<b>13,000</b>	<b>500</b>	<b>1,000</b>
Balance at Beginning of Year	5,213	5,213	1,275	2,648	1,973	1,661
<b>Balance at end of year</b>	<b>27,808</b>	<b>1,275</b>	<b>2,648</b>	<b>1,973</b>	<b>1,661</b>	<b>2,154</b>
Checkline	27,808	1,275	2,648	1,973	1,661	2,154
Difference	(0)	0	0	(0)	0	0

	YEAR 1 FY20 £000's	YEAR 2 FY21 £000's	YEAR 3 FY22 £000's	YEAR 4 FY23 £000's	YEAR 5 FY24 £000's
<b>BANK COVENANTS REVIEW</b>					
<b>Interest Cover</b>					
Surplus / (Deficit) in the Year	£ 2,644	£ 2,561	£ 3,039	£ 3,180	£ 3,370
Adjust for:					
(Profit) / Loss on sale of fixed assets	£ -	£ -	£ -	£ -	£ -
Interest Paid	£ 2,890	£ 3,449	£ 4,339	£ 4,905	£ 5,218
<b>Operating Surplus / (Deficit)</b>	<b>£ 5,534</b>	<b>£ 6,010</b>	<b>£ 7,378</b>	<b>£ 8,084</b>	<b>£ 8,588</b>
Add: Depreciation of Owned Properties	£ 4,177	£ 4,897	£ 5,671	£ 5,921	£ 6,300
Less: Amortisation of Capital Grants	-£ 2,900	-£ 3,405	-£ 3,957	-£ 4,125	-£ 4,402
Less: Major Repairs Capitalised	-£ 2,508	-£ 2,014	-£ 2,537	-£ 2,752	-£ 4,607
Less: Cash Payments Made to Reduce Pension Deficit	-£ 441	-£ 454	-£ 468	-£ 482	-£ 23
<b>Adjusted Operating Surplus</b>	<b>£ 3,862</b>	<b>£ 5,033</b>	<b>£ 6,087</b>	<b>£ 6,647</b>	<b>£ 5,856</b>
Finance Costs (net of Interest Received)	£ 2,963	£ 3,903	£ 4,515	£ 4,853	£ 4,935
Add: Interest Capitalised in the period	£ 277	£ 507	£ 367	£ 3	£ -
Less: Unwinding of Discount on Pension Provision	£ -	£ -	£ -	£ -	£ -
<b>Net Finance Charges</b>	<b>£ 3,240</b>	<b>£ 4,409</b>	<b>£ 4,881</b>	<b>£ 4,856</b>	<b>£ 4,935</b>
<b>Adjusted Operating Surplus :</b>					
<b>Net Finance Charges</b>	<b>119.17%</b>	<b>114.15%</b>	<b>124.69%</b>	<b>136.87%</b>	<b>118.68%</b>
<b>Covenant</b>	<b>110.00%</b>	<b>110.00%</b>	<b>110.00%</b>	<b>110.00%</b>	<b>110.00%</b>
<b>Gearing</b>					
Total Loans	£ 90,891	£ 108,708	£ 119,948	£ 118,681	£ 117,854
<b>Total Financial Indebtedness</b>	<b>£ 90,891</b>	<b>£ 108,708</b>	<b>£ 119,948</b>	<b>£ 118,681</b>	<b>£ 117,854</b>
Historic Cost of Properties	£ 323,235	£ 351,307	£ 379,849	£ 385,656	£ 390,263
Properties under Construction	-£ 23,146	-£ 23,653	-£ 23,653	-£ 23,653	-£ 23,653
<b>Total Historic Cost of Properties</b>	<b>£ 300,090</b>	<b>£ 327,655</b>	<b>£ 356,197</b>	<b>£ 362,004</b>	<b>£ 366,610</b>
<b>Gearing</b>	<b>30.29%</b>	<b>33.18%</b>	<b>33.67%</b>	<b>32.78%</b>	<b>32.15%</b>
<b>Covenant</b>	<b>40.00%</b>	<b>40.00%</b>	<b>40.00%</b>	<b>40.00%</b>	<b>40.00%</b>
<b>Average Finance Cost rate</b>	<b>3.57%</b>	<b>3.57%</b>	<b>4.07%</b>	<b>4.09%</b>	<b>4.19%</b>

## OPERATIONAL TARGETS ACTION PLAN 2019/20

Strategic Objective	Performance Measure	Key Performance Measure	Lead Officer	Timescale/Deadlines / Cycles
<b>Customer Service Excellence - Cement a culture of customer excellence</b>				
Continual measurement of service quality and feedback from the customer	Introduce regular text survey for direct service delivery. Record feedback through website and Facebook. Carry out more regular formal written surveys.	Prepare a communication strategy (will need consultants) which will detail the ways, frequencies, tone that we communicate with tenants regarding service delivery, consultations, surveys, information. Implement strategy in line with the resultant action plan. Undertake regular internal surveys as detailed in the strategy with improvement year on year. Establish NPS score and undertake annual external surveys (from year 2) Undertake SHR based external survey in 2022 (triannual) Complete Project Phoenix to ensure we have individual communication preferences and can use the software to generate communications and surveys	COO	Dec 2019
	Introduce net promoter scale (NPS). Achieve net promoter score of between +0 and +50 (deemed good)		CSM	Annually from 2020
	Achieve an overall customer satisfaction score of minimum 85% and all customer satisfaction survey scores improve year-by-year.		BDM	Annually from 2020
Empower our staff and managers & Manage behaviour	Provide our customer facing staff the training they need to do a great job and empowerment to treat each customer as an individual	Complete stage 1 of Project Phoenix. Implementation of the Housing Management system to ensure we can do Business as Usual(BAU) Successful implementation of Communications engine Introduction of Customer and Contractors Portals. Including KPI for usage of the portals. Extend the Staff survey to incorporate a question to measure staff ability to meet promises and make customer minded decisions,	COO	Annually from 2020
	90% or more of staff believe that the organisation keeps the promises it makes to its customers		Team	March 2020
			Team	March 2020
			Team	March 2020
			Team	March 2021
			HofH R	March 20

## OPERATIONAL TARGETS ACTION PLAN 2019/20

Strategic Objective	Performance Measure	Key Performance Measure	Lead Officer	Timescale/Deadlines / Cycles
	90% or more staff believe that they are empowered to make customer minded decisions	Also survey customers when the service is delivered	CSM	Sept 2020
Effectively Communicate	Be prompt and clear in our communication, engaging respectfully at all times. Create greater cut through with more creative forms of communication, particularly for the big important issues	Prepare a communication strategy which will detail the ways, frequencies, tone that we communicate with tenants regarding service delivery, consultations, surveys, information. Implement strategy in line with the resultant action plan.	COO	Dec 2019
	Promote first contact resolution (FCR). Forge emotional connections with customers, ensure that every request is resolved, and our customers are informed throughout the process resulting in a continual reduction in the number of complaints/ and improvement in satisfaction scores.	Undertake regular internal surveys as detailed in the strategy with improvement year on year. Extend the Staff survey to incorporate a question to measure staff ability to meet promises and make customer minded decisions. Also survey customers when the service is delivered	CSM	Annually from 2020 March 2020
	Further develop our customer excellence communication tools and delivery; via greater self-service initiatives and regular review of content and use.	Successful implementation of Communications engine Introduction of Customer and Contractors Portals. Including KPI for usage of the portals.  Complete Project Phoenix to ensure we have individual communication preferences and can use the software to generate communications and surveys	CSM  Team  Team  Team	Sept 2020  March 2020 March 2020 March 2020

## OPERATIONAL TARGETS ACTION PLAN 2019/20

## Making Albyn a great place to work.

To become a Learning Organisation, actively facilitating and supporting the personal and professional development of our people	Create a Learning Library digital platform	Create SharePoint site with reference system for the platform. Use platform for the implementation of Project Phoenix (training and process reviews.) Use the platform for L&D Develop L&D Plans for all staff. Identify qualification for posts within Albyn Prepare a L&D support plan and procedure Introduce 2 day passport	CSM(S)  Team  H HR H HR H HR  H HR  LT	Sept 2019  Mar 2020  Sept 2020 Aug 2019 Dec 2019  Mar 2020  Jun 2019
	Support our people to undertake professional development opportunities including industry recognised qualifications, introducing learning agreements, study days and help to purchase course text books Introduce a 2-day passport for our people to use on personal development opportunities including job shadowing other areas of the business			
Increase staff satisfaction levels through our responses to the staff satisfaction survey	Flexible working options available for staff to ensure a positive work-life balance	Initial Staff Review by Chief Executive, addressing issues	CEO	Sept 2019
	Flexible working options available for staff to ensure a positive work-life balance	Agreement of Staff handbook and associated HR policies. These will be in 4 phases over 18 months	H HR	Sept 2020
	Clear, fair and consistent HR policies and a staff handbook which support the contract of employment terms and conditions			
	Staff led focus groups to look at satisfaction survey results, building a plan and developing	Utilising the staff cohorts (Ticky Boo) to review the survey results and work on procedural, process and	LT	Sept 2019

OPERATIONAL TARGETS ACTION PLAN 2019/20

	<p>innovative ways for the organisation to respond and make positive changes</p>	<p>attitudinal aspects to make positive change Review staff survey regarding additional questions to be included</p>		
<p>Communicate the reward and recognition package to staff with an emphasis on recognition</p>	<p>Recognise our people by celebrating individual and team success. Leaders and Managers within the business to give feedback and praise to their direct reports and teams regularly</p>	<p>Each member of the leadership to put 2 hours a week aside to give direct feedback to staff. Team Managers to give feedback at every team meeting and 1:1.</p>	<p>LT</p>	<p>April 2019</p>
	<p>Following changes to the contract of employment terms and conditions, benchmark Albyn's terms and conditions with other similar organisations with a view to introducing a bonus scheme aligned to the market</p>	<p>Following agreement from Board implement a bonus scheme</p>	<p>CE</p>	<p>Sept 2020</p>
	<p>Communicate the current reward package to staff</p>	<p>Outline for staff the reward package at events and team meeting. Include Weber Shandwick to ensure the message is pitch correctly</p>	<p>CE</p>	<p>Sept 2019</p>

## OPERATIONAL TARGETS ACTION PLAN 2019/20

To ensure that through our maintenance and build programmes we provide quality affordable				
To maintain our homes to a high standard	<p>Maximise our planned upgrade works within budget constraints, accessing external grant funding where possible and address fuel poverty issues.</p> <p>Ensure we meet our targets for day to day repairs and have robust performance checks for all our contractors</p> <p>Through effective procurement processes maximise the works we can undertake within our budget constraints</p>	<p>Numbers and spend as detailed in the budget</p> <p>Roll out procurement exercise for Routine repairs Follow-up phases to progress over the next 18 months.</p> <p>Review of procurement including recommendation from Excel Scotland (where appropriate)</p> <p>Contractors Portal in place. KPIs for usage (Project Phoenix)</p>	<p>AIM</p> <p>COO</p> <p>AMI</p> <p>AIM</p> <p>COO</p>	<p>Mar 2020</p> <p>Sept 2020</p> <p>Sept 2021</p> <p>Mar 2020</p> <p>Dec 2020</p>
	<p>We complete our annual cyclical programmes in accordance with best practice and manufacturers guidelines</p> <p>We have a robust procurement process for our cyclical works including challenging targets for our contractors</p> <p>Make continuous improvements to our data management to ensure we capture the needs cyclical works</p>	<p>Numbers and spend as detailed in the budget</p> <p>Numbers and spend as detailed in the budget</p> <p>Gas Servicing checked with 12 months (100%) KPI assessment on contract objectives</p> <p>Surveys completed 600 annually</p> <p>EPCs completed 300 annually</p> <p>LD2 action plan – completion spring 2021</p>	<p>AIM</p> <p>AIM</p> <p>AIM</p> <p>AIM</p> <p>AIM</p> <p>AIM</p> <p>AIM</p> <p>AIM</p> <p>AIM</p>	<p>Mar 2020</p>
	<p>That the properties we build are the right type in the right place</p>	<p>To build properties as detailed in SHIP and agreed by HC, and SG. As approved by Board</p>	<p>AIM</p>	<p>Mar 2020</p>
	<p>To build upto 250 homes per annum over the next 3 years</p>			

OPERATIONAL TARGETS ACTION PLAN 2019/20

	<p>That we continually review our design parameters to ensure that we are reflecting customer feedback and changing technical solutions especially to address fuel poverty issues</p>	<p>Communication strategy to include collection of feedback and implementation of solutions. Annual report to Performance Committee</p>	<p>AIM</p>	<p>March 2020 May 2020</p>
	<p>That we have robust financial planning and due diligence processes to ensure we deliver effectively</p>	<p>Approval of the budget for the forthcoming year in March of each year Due diligence processes in place for land acquisition and contractors financial and performance issues Completion of the current year plan by March each year</p>	<p>H FC H FC AIM</p>	<p>Mar 2020 Jun 2019 Mar 2020</p>

## OPERATIONAL TARGETS ACTION PLAN 2019/20

To do everything that we can to enhance the quality of lives of our customers, including providing opportunities for them to thrive			
To continuously lobby for additional funding for the provision of affordable housing.	Develop a strategy with our partners with the aim of making affordable housing provision top of the political agenda.		
	Participate in the review of the Highland Housing Register with the aim of making it as fair an allocation system as it can be.		
	Work alongside our partners to ensure that the right mix of new build properties are constructed to meet the real housing need, not just numbers		
Carry out a Review of our housing provision for disabled/supported need customers.	Reinstate the large adaptations database to ensure that unmet housing need amongst disabled applicants is better met and that existing adapted properties are re-let to appropriate applicants who have a need for the facilities		
	Investigate the possibility of directly employing an Occupational Therapist for all adaptation assessments.		
	Investigate the possibility of creating a separate waiting list for adapted properties and create a mini waiting list for the FIT homes.		
Expand the scope and budget of the Community Fund grant system.	Increase the overall budget and maximum grant available (currently £250.00) to allow larger projects to		

OPERATIONAL TARGETS ACTION PLAN 2019/20

		proceed without the need for additional funding from other sources.	
		Make more effort to publicise the availability of these grants.	
		Carry out follow-up visits to gain a better understanding of the positive impact grants have made and publicise this	

## OPERATIONAL TARGETS ACTION PLAN 2019/20

To ensure an organisation-wide focus on continuous incremental improvement in service, quality and performance for customers and service users.				
To help achieve customer, tenant and service user satisfaction with the processes and services provided.	Track activity on a new 'iNnovate' e-mail address to encourage a culture of 'you said, we listened'.	Create the email, develop staff understanding of you said we listened and encourage constructive question to do good do it well Report quarterly on lessons learnt from complaints and customer concerns Amend 1:1 form and ensure completed to show what went well and what could go better. Agree actions going forward	LT	June 2019
	Number of customer concerns / complaints, evaluated with actions implemented.		LT	April 2019
	Record reflected learning on staff 1-2-1 reviews on 'What went well / What could have gone better'.		H HR	April 2019
Identify, evaluate and implement changes which improve performance and add value in the eyes of customers and other key stakeholders.	Scottish Housing Network benchmarking data.	Annual complete the data file. Utilise the output and review the annual presentation from SHN Use personal networks, training and conferences to identify and implement at least one improvement per member of staff. Logged on iNnovate Annual appraisal form to be amended and used for 2019-20 appraisals	LT	Oct 2019
	Visits, telephone calls and e-mail contact with peers in other RSLs / businesses to identify and implement improvements.		All staff	Mar 2020
	Record in the personal appraisal form any organisational improvements, made or contributed to, by a member of staff.		LT	Sept 2019
Set the highest standards of fairness, consistency and respect by the words we use and the way we do things across the organisation	We report on grievances raised on a quarterly basis and record complaints and disputed decisions against staff.	Report quarterly on lessons learnt from complaints and customer concerns and grievances	H HR	June 2019

OPERATIONAL TARGETS ACTION PLAN 2019/20

	<p>We share departmental CI stories on our intranet of staff contributions.</p>	<p>Standing item on LT Meetings and Team meetings – share stories</p>	<p>All staff</p>	<p>April 2019</p>
	<p>We highlight behavior which misses the mark at the time and not historically.</p>	<p>Consider communication of stories internal and external</p>	<p>LT</p>	<p>Sept 2019</p>

## OPERATIONAL TARGETS ACTION PLAN 2019/20

To ensure the efficient and effective use of resources to enable the provision of affordable quality services for our customers and communities.			
To maintain financial stability through the confidence of lenders, regulators and other stakeholders	Compliance with all lending covenants throughout the financial plan	As detailed in Budget, monitored quarterly via Management Accounts and other financial reports	H FC Mar 2020
	Submission and compliance with all legal and regulatory requirements	Submission of all SHR returns and request for information Submission of HMRC and other regulatory body returns	H FC Mar 2020
	Achievement of financial business plan objectives		
Stewardship, oversight and continuous improvement for the efficient use of resources ensuring value for money across all aspects of our business	Achievement of budgetary targets across the business	As detailed in Budget, monitored quarterly via Performance Reports and Management Accounts and other reports	LT Mar 2020
	Annual assessment of VfM (pending methodology)	Board approval of VfM assessment Implement and report VfM as part of regular reporting	H FC Mar 2020 LT Mar 2021
	Attainment of financial KPI's	As detailed in Budget, monitored quarterly via Performance Reports and Management Accounts and other reports	H FC Mar 2020
To support and enable the delivery of affordable rents for the tenants who we serve	Achievement of revenue and capital budgets across the planning period	As detailed in Budget, monitored quarterly via Performance Reports and Management Accounts and other reports	H FC Mar 2020

OPERATIONAL TARGETS ACTION PLAN 2019/20

	<p>Benchmarking of average rent levels compared to our peers</p>		Oct 2019
	<p>Achieving a better understanding of rent affordability leading to the development of a consistent measure based on the SFHA model</p>	<p>Using ARC data benchmark, the rents and present as a board report  At the Strategy Day (Nov) present the model and rent setting policy consultation.</p>	H FC  H FC  Nov 2019

**PERFORMANCE REPORT - 31 MARCH 2020**  
**KEY PERFORMANCE INDICATORS**

**APPENDIX 1**

This report is usually prepared following the year end when the previous years results are known. It has been included in the board papers so that the Board are aware of the KPIs that are agreed and those that we are still to include.

We are still finalising the budget. A number of the KPIs are derived directly from the budget or the supporting papers. These figures will be included following the approval of the budget.

**PERFORMANCE REPORT - 31 MARCH 2020  
KEY PERFORMANCE INDICATORS**

**2 Customer Services**

**2.1 Repairs**

**Department Responsible:** Customer Services

**Charter Objective:** Housing Quality and Maintenance

**Outcome Classification:** Repairs, Maintenance and Improvements (OC-5)

**KPI Classification:** Repairs

**KPI Performance Analysis**

Repair Types	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	2019 Result	2019 Target
	Emergency - Completed within 8 hrs	98%	98%	98%	98%	98%	98.73%
Urgent - Completed within 2 days	98%	98%	98%	98%	98%	98.68%	98%
Routine - Completed within 10 days	98%	98%	98%	98%	98%	98.76%	98%
Void - Completed within 10 days	98%	98%	98%	98%	98%	99.51%	98%
Average time taken (included as a requirement of the ARC)							
Emergencies	3.60hrs	3.60hrs	3.60hrs	3.60hrs	3.60hrs	3.60hrs	n/a
Urgent, Routine and Void	5.34days	5.34days	5.34days	5.34days	5.34days	5.34days	n/a

NB – the actual results for 2019 are subject to a review as noted in the Performance Report papers.

**PERFORMANCE REPORT - 31 MARCH 2020  
KEY PERFORMANCE INDICATORS**

**2.2 Average re-let times and void losses**

**Charter Objective:** Getting Good Value from Rents and Service Charges      **Department Responsible:** Customer Services  
**Outcome Classification:** Rents & Service Charges (OC-14 & 15)  
**KPI Classification:** Average Re-Let Times

**KPI Performance Analysis**

Average time taken to re-let voids (SHR-35)	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	2019 Result	2019 Target
	Re-Let & New Let Times – Overall Average Days	9	9	9	9	9	7
New Build – Days	2	2	2	2	2	2	2

(x) Low Demand Areas include: Aultbea, Bettyhill, Inverasdale, Laggan, Lochinver (2 schemes only), Kingussie (1 scheme only), Thurso and Wick

**No Change**

**PERFORMANCE REPORT - 31 MARCH 2020  
KEY PERFORMANCE INDICATORS**

<b>Void Losses</b>	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	2019 Result	2019 Target
	Void Losses as % of Income	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Void Loss Value	Note 1	Note 1	Note 1	Note 1	Note 1	£67,000	£ 65,000

Note 1 – as detailed in the budget

**No Change**

**PERFORMANCE REPORT - 31 MARCH 2020  
KEY PERFORMANCE INDICATORS**

**2.3 Percentage of rent collected**

**Charter Objective:** Getting Good Value from Rents and Service Charges      **Department Responsible:** Customer Services

**Outcome Classification:** Rents & Service Charges (OC-14 & 15)

**KPI Classification**      % of Rent Collected

**KPI Performance Analysis**

Percentage of Rent collected (SHR 30)	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	2019 Result	2019 Target
	Rent Collected (Current and Former) - Percentage	104.00%	99.00%	96.00%	99.00%	100.00%	99.15%
Total arrears as % of total rent	6.80%	6.95%	7.30%	7.30%	7.30%	6.58%	7.50%
Current technical arrears as % of total rent	3.80%	3.50%	3.90%	4.00%	4.00%	3.72%	5.00%
Former arrears as % of total rent	1.80%	1.80%	1.80%	1.80%	1.80%	1.54%	1.80%

**PERFORMANCE REPORT - 31 MARCH 2020  
KEY PERFORMANCE INDICATORS**

**2.4 Rent Arrears Numbers and Values**

**Charter Objective:** Access to Housing and Support **Department Responsible:** Customer Services

**Outcome Classification:** Rents and Service Charges – striking balance (OC-14)

**KPI Classification:** Rent Arrears Numbers by Months' Arrears

**KPI Performance Analysis**

**Table to be redesigned and be approved by the Performance Committee**

	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	2019 Result	2019 Target
Arrears – non UC claimants as percentage of non UC claimants	16.55%	16.40%	16.25%	16.00%	16:00%	16.65%	n/a
Arrears – UC claimants as percentage of UC claimants	48.00%	47.00%	46.00%	45.00%	45.00%	48.84%	n/a
Arrears – all arrears as percentage of all tenants	25.00%	24.80%	24.65%	24.50%	24.50%	25.37%	n/a
Average arrear – non UC claimant	£350	£350	£350	£350	£350	£348	n/a
Average arrear – UC claimant	£600	£600	£600	£600	£600	£600	n/a
Average arrear – overall	£460	£460	£455	£450	£450	£479	n/a

**PERFORMANCE REPORT - 31 MARCH 2020  
KEY PERFORMANCE INDICATORS**

**3 Asset Management & Investment**

**3.1 EESSH**

**Charter Objective:** Housing Quality and Maintenance

**Department Responsible:** Asset Management and Investment

**Outcome Classification:** Quality of Housing (OC-4)

**KPI Classification:** EESSH

**KPI Performance Analysis**

<b>EESSH Compliance</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>2020 Year</b>	<b>2019 Result</b>
Total Stock	3078	3134	3179	3224	3224	3065
HMOs	7	7	7	7	7	7
Stock Passing EESSH	2581	2637	2702	2747	2747	2569
Stock Exempt from EESSH	371	371	371	371	371	373
Stock Failing EESSH incl exempt	497	497	477	477	477	496
Percentage Fails	16.10%	15.86%	15.01%	14.79%	14.79%	16.18%
Expenditure on Improvements	£627k	£627k	£627k	£627k	£2,508k	£2,142

**PERFORMANCE REPORT - 31 MARCH 2020  
KEY PERFORMANCE INDICATORS**

**3.2 Gas Servicing**

**Charter Objective:** Housing Quality and Maintenance

**Department Responsible:** Asset Management and Investment

**Outcome Classification:** Repairs, Maintenance and Improvements (OC-5)

**KPI Classification:** Gas Servicing

**KPI Performance Analysis**

<b>Gas Servicing completed on time</b>	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	2019 Result	2019 Target
Completed within 12 Months	100%	100%	100%	100%	100%	100%	100%
Completed within 13 Months	100%	100%	100%	100%	100%	100%	100%
<b>Surveys Performed</b>							
Surveys	100	100	100	100	400	N/a	n/a
EPCS	30	30	30	30	120	N/a	n/a
Electrical testing - numbers	150	150	150	150	600	421	553
Electrical testing - expenditure	£40k	£40k	£40k	£40k	£160k	£87k	£150k
Painting - numbers	207	207	207	0	621	554	560
Painting - expenditure	£150k	£150k	£150k	£0k	£450k	£314k	£350k
Fire safety - numbers	290	290	290	290	1160	n/a	n/a
Fire safety - expenditure	£90k	£90k	£90k	£90k	£360k	n/a	n/a

**PERFORMANCE REPORT - 31 MARCH 2020  
KEY PERFORMANCE INDICATORS**

**3.3 Development**

**Charter Objective:** Access to Housing and support **Department Responsible:** Asset Management and Investment

**Outcome Classification:** Address the Shortage of Housing in the Highlands

**KPI Classification:** Development

**KPI Performance Analysis**

Completions, Spend and Lift Sales achieved	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	
					2019 Result	2019 Target
Completed Social Rent Properties	13	56	45	45	159	137
Completed MMR Properties	6	2	8	22	38	18
Completed LIFT Properties	0	8	4	10	22	20
Expenditure on Development	£9.869m	£12.772m	£12.491m	£13.004m	£48.106m	£40.1mm
LIFT Sales Settled	0	0	8	4	12	24

**PERFORMANCE REPORT - 31 MARCH 2020  
KEY PERFORMANCE INDICATORS**

**4 Society-wide Performance**

**4.1 Employment**

**Charter Objective:** Getting Good Value from Rents and Service Charges      **Department Responsible:** Society-wide

**Outcome Classification:** Corporate Performance

**KPI Classification:** Employment

**KPI Performance Analysis**

Staff Absenteeism	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year		2019 Target
					2019 Result	2019 Target	
Sickness	3.60%	3.60%	3.60%	3.60%	5.41%	3.20%	
Non-Sickness Absences	2.50%	2.50%	2.50%	2.50%	0.77%	2.50%	
Total Absenteeism	6.10%	6.10%	6.10%	6.10%	6.18%	5.70%	



## ALBYN HOUSING SOCIETY LIMITED

## ICT ACTION PLAN – 2019 to 2021

Action	Completion	Lead Officer	Timescales
<b>Project Phoenix – Housing Management Software</b>			
System Selected – Cx supplied by Civica		COO	March 2019
Contract Signed		HoFC	May 2019
Launch Event		CSM(S)	May 2019
<i>The detailed timetable for the implementation is being worked on – this action plan will be updated when finalised</i>			
Project Manager appointed		COO	July 2019
Project Team Members appointed		COO	July 2019
Software installed		Civica	August 2019
Project Phoenix Full Implementation Timetable		Project Team	September 2019
<i>Implementation Timetable and milestones to be inserted – consideration of portal implementation when finalised</i>			
Go live date		COO	September 2020
Post live date support		Project Team	September 2020
Post Implementation Review – phase 1		Project Team	December 2020
Post Implementation Review – phase 2		Project Team	March 2021
<b>Implementation of Replacement Finance Software</b>			
Contact Signed		HoFC	March 2019
Software implemented onto our servers		HoFC	April 2019
Initial Training completed		HoFC	April 2019
User Testing and acceptance		HoFC	June 2019
Implementation date		HoFC	July 2019
Post Implementation Review – phase 1		HoFC	September 2019
Post Implementation Review – phase 2		HoFC	March 2020
<b>ICT Infrastructure and Equipment</b>			
Replacement servers in place		COO	Jan 2019
Move from RDS to laptops, tablets, and PC to enable mobile working – DE Audit		COO	July 2019
Disaster Recovery Testing		COO	June 2019

ALBYN HOUSING SOCIETY LIMITED

ICT ACTION PLAN – 2019 to 2021

Cyber Security - Awareness and testing			COO	On going
Business Recovery and Continuity Plan			LT	Dec 2019
Application Software – Microsoft Office				
Microsoft 365 – Teams			COO	
Microsoft 365 – Share Point – replacing Intranet			HoFC	
Continue to develop the web page – taking account of FOI and Customer needs			COO	
Consider the design and look of the customer portal			Project Team	June 2020

Project Team – Project Phoenix Team

LT – Leadership Team

COO – Chief Operating Officer

HoFC – Head of Finance & Corporate

CSM(S) – Customer Services Manager (South)

Completed
Being done
Being planned
Not yet started

## APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

Status Summary Report					
	Total	Decided not to complete or delayed to future years	Being worked may miss target date	On Target	Completed
Albyn Housing Society	20	2	0	7	11
Albyn Enterprises	2	1	1	0	0
Highland Residential (Inverness)	6	0	3	2	1
Total	28	3	4	9	12

Green dates are revised dates for the completion of the action plan

### Summary issue list

The procurement exercise we are planning for reactive maintenance contracts has been delayed. We are tendering for consultants who have undertaken similar exercises for other RSLs.

We have recruited a Policy Officer on a temporary contract (Jan to Dec). this should allow us to make positive progress regarding policies including planning for those policies that require tenant consultation.

The learning and development program has had a delayed start due to logistics reasons but has started for the leadership team in June 19 and with launch day for the officers in September 19. We now have dates in every one's dairies for the full programme. Completion of the training is due in September 2020.

We have decided that we need to implement the new finance system by "upgrading" with the current supplier. This is to ensure we can deliver the implementation of the system prior the support ceasing July 2019. It will also avoid making a hasty decision regarding the Housing Management system because we needed to resolve the finance issue. Plan is to complete the tendering exercise and select a supply by 31 March 2019, Board approval being sort on 21 May 2019.

APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

## APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

Operational Targets	Lead Officer	Performance Measure	Report	Timescale/ Deadlines/ Cycles	Comments	Status
<b>Customer Services</b>						
1 Improvements to Anti-Social Behaviour (ASB) procedures and performance	Customer Services Manager South	Rollout ASB Satisfaction monitoring procedures and agreed KPI	A	30 June 2018	Action plan for ASB agreed in June. Being rolled out. Targets agreed. Satisfaction surveys to be issued in all cases as part of the roll out.	
		Rollout ASB Satisfaction questionnaires and monitoring procedures on a patch basis	A	30 Sept 2018		
	Customer Services Manager North	Rollout ASB Satisfaction monitoring procedures and agreed KPI	A	30 August 2018	On target as per action plan.	
		Rollout ASB Satisfaction questionnaires on a patch basis	A	31 Oct 2018	On target as per action plan	
2 Other Issues	Both CSMs	Review ASB procedures considering surveys and where necessary implement improvements	A	31 Dec 2018 31 Mar 2019	We are reviewing the results for the period to 31 March 2019 to see if we can improve the process	
		Undertake a procurement exercise for legal services for Debt Collection.	A	30 Sept 2018	Tender completed – Harper Macleod appointed. New arrangements in place 29 October 2018	

## APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

Operational Targets	Lead Officer	Performance Measure	Report	Timescale/ Deadlines/ Cycles	Comments	Status
		Roll out procurement exercise for Routine repairs – 1 <sup>st</sup> phase Follow-up phases to progress over the next 18 months Surveys and increase mobile working for all patches. At least 40% of time on site working electronically	A A A	30 June 2018 30 June 2019 31 Dec 2018 31 Dec 2019 31 March 2019 31 March 2020	This tender is complex and will need additional support following discussion internally. We have a tender exercise in place.  This will be addressed as part of Project Phoenix.	
<b>Asset Management and Investment</b>						
3	AM&I Manager	Additional surveys as required	P	30 Sept 2018	Limited surveys required, will be picked as part of the major components replacement programme	
4	AM&I Manager	Approval of the budget for the forthcoming year in March of each year Completion of the current year plan by March each year	RA P	31 March 2019 31 March 2019	Completed Completed	
<b>Finance and Corporate</b>						
5	Head of Finance & Corporate	Financial reporting completed All SHR returns made	A A A	Year to 31 March 2019	Statutory accounts completed, ARC, Five Year Financial Forecast, Loan portfolio and	

## APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

Operational Targets	Lead Officer	Performance Measure	Report	Timescale/ Deadlines/ Cycles	Comments	Status
		All statutory returns completed			Business Plan delivered on time.	
6	Head of Finance & Corporate	Training sessions delivered Budget preparation assumptions agreed Reporting systems in place	A A A	Year to 31 March 2019	Finance system to go live 1 July 2019 – budget holding part of that exercise so introduction July 2019 for reporting and decision making	
7	Head of Finance & Corporate	Undertake review of renting setting in light of the SFHA guidance	A	31 March 2019 31 March 2020	Policy Officer recruited (Temp). She is working on the Consultation and Planning to review the rent setting plan	
8	Head of Finance & Corporate	Establish a delegation action plan with support for work tasks  Training and development programme in place for all new duties including professional qualifications where appropriate	A  A	31 July 2019  31 July 2019	Number of actions being considered which will be developed and introduced by March. This will include training as part of the new system.	
9	Head of Finance & Corporate	To secure properties to enable the RBS facility to be drawn down as part of the financial strategy for Growth	A	30 September 2019	The requirement for security is approximately £5m. The funding is not yet required so the work has been delayed.	

## APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

Operational Targets	Lead Officer	Performance Measure	Report	Timescale/ Deadlines/ Cycles	Comments	Status	
<b>Corporate Governance</b>							
10	Agree Terms and Conditions – Society wide	Chief Executive	Agreed and implemented terms and conditions for the Group Agreed and implemented Staff Handbook for the Group	A A	15 August 2018 31 May 2019	New contracts of employment in place Handbook to follow with a priority list that was agreed at Staff Consultative Forum on 23 October 2018	
11	Housing Management software replacement	Chief Operating Officer	See IT action plan	A	31 March 2019	Tender on PCS August 2018, selection By March 2019, Implementation 2019/20	
12	Finance software replacement	Chief Operating Officer	See IT action plan	A	31 March 2019	Decision made to upgrade current system so that we can have time to consider Housing Management System without that time pressure of Finance system not being supported after July 19	
13	Build the case for extension to the growth programme from 750 to 1000 units including additional bond issue	Chief Operating Officer	Presentation to seek approval for extension to the growth programme as appropriate. Presentation in November 2018	A	30 November 2018	Board considered 14 August 2018. Approval to workup approx. 250 properties for “build” 2020-2021	
14	Policy work	Chief Executive – pending the appointment of	An Interim List of Priorities  Establish rolling programme of review for	A	31 July 2018 30 April 2019	Policy Timetable has been identified as part of the Policy Officer (temp) workload Rolling programme to follow the Recruitment of Head of Policy	

## APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

	Operational Targets	Lead Officer	Performance Measure	Report	Timescale/ Deadlines/ Cycles	Comments	Status
		the Head of Policy in Q.3 Head of Policy	all policies including those requiring tenant consultation  Rent setting policy Financial regulations Repairs policy		31 January 2019	due in the first six months of 2019 will effectively delay both the rent policy and repairs policy to 2019-20 due to the need to consult with tenants. Finance Regs approved Jan 19	
			TRAIN 2015 delivered to all line managers (32 staff)		22 December 2018 <b>30 June 2019</b>	This training requires to be rescheduled due to certain staffing issues	
15	GDPR - Data Protection Act – Policy and Procedure review and monitoring	Head of Policy	Complete the action list	A	Year to 31 March 2019	Working through the list of issues to ensure that it is implemented, June 2019	
16	Build on the performance management culture	Chief Operating Officer	Performance management framework in place including regular (normally monthly) review of performance against KPI Appraisals in place based on performance	A A	Year to 31 March 2019	KPI in place and being monitored.  Appraisal taking place	
17	Learning and development programme	Chief Operating Officer	Completion of training programme for Leadership Team and Officers.	A	30 June 2019	We have had delays in the start of the programme which will delay completion to June 2019	

## APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

	Operational Targets	Lead Officer	Performance Measure	Report	Timescale/ Deadlines/ Cycles	Comments	Status
18	Staff Engagement	Chief Executive	Staff survey undertaken annually Albyn culture demonstrated Staff initiative encouraged	A A A	31 March 2019	Ongoing, linked to the Learning & Development Programme above The Staff Satisfaction Survey has been completed	
19	Staff Development and Training Plans	Head of Human Resources	Staff development plans in place for all staff Staff in control of their development Learning and Development programme in place	A A A	31 March 2019 30 September 2019	This is part of the Learning & development programme above due to delays in the Tickety Boo training this timescale needs to be extended	
20	Customer Satisfaction	Chief Executive	Tri-annual survey to be in the field by Nov 2018  Results Available Feb 2018  Secondary Survey strategy established and implemented	A A A	30 Nov 2018 28 Feb 2019 31 March 2019 31 March 2020	The survey has been completed  Customer surveys have been identified as an area we need to review as part of the refreshed objectives. This will be carried forward to next year	
<b>Albyn Enterprises Limited (See Note on Page 28)</b>							

## APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

Operational Targets	Lead Officer	Performance Measure	Report	Timescale/ Deadlines/ Cycles	Comments	Status
21	Fit House project	Head of Innovation	Dalmore properties will be completed in May 2018	RA	31 May 2018	Completed
			City Region Deal funding in place and expenditure being incurred in line with agreed projections	RA	31 May 2018	Completed
				RA	31 March 2019	Our ability to identify sites and to therefore tender the works is causing problems in spending the funding within the original timescales. We are agreeing revised timescales with the City Deal Boards
22	“Someone that does” project	Head of Innovation	Build and Test Platform	RA RA	Year to 31 March 2019	This has been superseded by the need to design and fit to existing properties the tech we have within Fit Homes.
<b>Highland Residential (Inverness) Limited</b>						
23	Deliver profit for investment in to AHS	Business Development Manager	Continue to develop & operate commercial services that enable profits to be distributed (via Gift Aid) to Albyn for building properties.	M	31 March 2019	A full review of the financial arrangements between AHS and HRI is currently being undertaken as financial results are poor. AHS Board report in June 2019
24	Support AHS with the expansion of affordable homes across the Highlands	Business Development Manager	Expand the mid-market rent portfolio in line with the AHS business plan & manage tenancies in	M	31 March 2019	On target, review of the financial arrangements being undertaken. Report to AHS Board in March

## APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

Operational Targets	Lead Officer	Performance Measure	Report	Timescale/ Deadlines/ Cycles	Comments	Status
		compliance with 'private rent' legislation  Provide VFM sales and marketing services for shared equity and shared ownership tenures	M	31 March 2019	now delayed due to item 23 above  On going	
25	Business Development Manager	Expand the estate agency service by 25% on 2018 fees	M	31 March 2019	The Year to date results show that we will not achieve this objective.	
26	Business Development Manager	Continue as the administering agent for Help to Buy for the Highland region	M	31 March 2019	On target. Contract extended to 2021	
27	Business Development Manager	Deliver VFM factoring services on behalf of Albyn and private owners	M	31 March 2019	Review of financial results being undertaken however performance of the service remains good	
28	Business Development Manager	To be in a position to charge these owner occupiers a factoring charge following relevant consultation	M	31 March 2019	Work to identify the owners of the properties completed. Require making a decision on best implementation method as advice varies. Implementation will be missed. Need to decide on a date, probably April 2020	

Reported P = Quarterly Performance Report  
A = Action Plan Review (quarterly)

APPENDIX 5: ACTION PLAN 2018/19 ACHIEVEMENTS REPORT

RA = Report Annually

M = Reported to Subsidiary Boards on a quarterly basis and to AHS via Board minutes